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Mixed-Use Development at Emmet Road,
Inchicore, Dublin 8
Operational Management Plan
4th October 2022

Dublin City Council

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1.0 Introduction and Property Management Approach

1.1 Introduction

The proposed development at Emmet Road, Inchicore, Dublin 8 is a mixed-use development comprising 578 residential units and management office, a Library / Community hub, commercial / retail units and creche. The residential unit mix is as follows:

Residential / Apartments

Block A – Main Residential	
Unit type	No. of Units
Studio Apartments	76
1 bedroom apartments (2 person)	100
2 bedroom apartments (4 persons)	104
3 bedroom apartments (5 persons)	26
Total apartments	306

Block B – Main Residential	
Unit type	No. of Units
Studio Apartments	24
1 bedroom apartments (2 person)	43
2 bedroom apartments (4 persons)	103
3 bedroom apartments (5 persons)	11
Total apartments	181

Block C – Commercial Mixed-Use	
Unit type	No. of Units
Studio Apartments	10
1 bedroom apartments (2 person)	29
2 bedroom apartments (4 persons)	43
3 bedroom apartments (5 persons)	9
Total apartments	91

The development will comprise construction of a total of 578 residential units in 3 no. blocks (ranging in height from one to seven storeys). There will be two residential blocks comprising 487 no. residential units, situated around central landscaped courtyards which will contain the majority of the residential accommodation within the development. There will also be a mixed-use block comprising 91 residential units, over ground floor retail and car park.

The majority of residential units will have direct access to an area of private amenity space, in the form of a balcony / terrace, and will have shared access to external amenity space (second floor roof terrace), ground level communal landscaped courtyards and new public realm facilities.

The tenure mix of the 578 no. residential units will be 24% social housing and 76% cost rental. The tenure types will be pepper-potted throughout the development to promote an integrated, balanced and sustainable community.

The breakdown of the tenure mix is as follows;

Social Housing	
Unit type	No. of Units
Studio Apartments	0
1 bedroom apartments (2 person)	61
2 bedroom apartments (4 persons)	55
3 bedroom apartments (5 persons)	21
Total apartments	137

Cost Rental	
Unit type	No. of Units
Studio Apartments	110
1 bedroom apartments (2 person)	111
2 bedroom apartments (4 persons)	195
3 bedroom apartments (5 persons)	25
Total apartments	441

The development will include provision of 56 no. vehicular parking spaces in the undercroft village car park at Block C beneath the supermarket servicing commercial and community units, 50 no. resident parking spaces at surface level and 1,197 no. bicycle parking spaces.

The development will also comprise all ancillary works including public realm/footpath improvements, watermain improvements on Emmet Road, landscaping, boundary treatments, provision of internal footpaths, bin storage, foul and surface water drainage, green roofs, ESB substations and all site services, site infrastructure and associated site development works necessary to facilitate the development.

This plan is designed to detail how the development will be managed, the various amenities that residents will be able to make use of, the experience for residents and how a successful community will be facilitated through high quality design and professional operations.

The plan will specifically cover the proposed property management approach, on-site personnel, the management strategy for resident facilities, the fire health and safety strategy and the building operations strategy.

Below is a map showing the site layout. Block A is situated to the right, Block B in the middle and Block C on the bottom left.



-  COMMUNAL OPEN SPACE
-  PRIVACY BUFFER
-  RESIDENTS ONLY ACCESS
-  ENTRANCE

1.2 Property Management Approach

The Property Manager will be responsible for the management of day-to-day operations including resident engagement, mostly electronically and also in person. As a result of the scale of the development it is envisaged that there will be members of the property management team on site during the week, during normal business hours and also in the evenings, early mornings and at weekends. The property management team will be complimented by a cleaning / caretaker team who will be based on site and will be responsible for cleaning common areas, keeping external areas clean and litter free and minor repairs / redecorations. Example hours that the cleaning / caretaker team will be on-site are as follows; 8.30am – 5pm Monday, Tuesday, Wednesday, Friday; 11am – 7.30pm Thursday; 9am – 5.30pm Saturday.

A recognised, building management application could be used at the development for the purposes of maintenance tracking and resident communication / engagement. The choice of whether to adopt a resident app will be made closer to completion. BuildingLink has been identified as a viable option (<http://www.buildinglink.com>).

This can be used to provide effective and streamlined maintenance and operations, to keep residents, contractors and the Property Manager engaged and informed (e.g. resident events; maintenance alerts, local information). There will also be traditional email and phone out-of-hours contact details for emergencies.

A key role for the Property Manager will be to promote social engagement amongst residents and to foster a sense of community within the development. Communal space has been designed so as to encourage residents to spend time with their neighbours in both informal and planned event settings.

The Property Manager will take a proactive approach to organising events for residents to get to know their neighbours such as Summer BBQs, Christmas Parties and other seasonal events. Residents will also be encouraged to use BuildingLink to facilitate their own events or to create social clubs such as book clubs, walking groups, parent's groups etc.

The Property Manager will be responsible for making arrangements for the arrival and departure of residents. New residents will be met on site and provided with keys for their unit and all relevant information for their move in (utility details, instructions on use of appliances / heating etc). The Property Manager will arrange for departing residents to be met at the property for handover of keys and taking of final utility meter readings.

2.0 Resident Amenities & Services Strategy

2.1 Resident Amenities

2.1.1 Management Office

There will be a reception / management office area located on the ground floor of Block A.

It is envisaged that this facility will be staffed at specified hours by members of the Property Management Team. There will be access controls to this facility.

The Property Manager and Lettings Manager will be based in this area while on site. It is envisaged that on-site files and security monitors will also be located in this office.

The office will form the primary management hub for the development through which contractors will sign in prior to carrying out any works on-site.

It is envisaged that static security will be positioned in this office when the property management team is not on-site.



Example of Management Offices

2.1.2 Roof Terrace

A resident only roof terrace will be located at third floor level of Block C, above the supermarket. This area will be professionally landscaped and will include ornamental trees and shrubbery as well as a number of break out seating areas.

2.1.3 Postal Deliveries (An Post)

It is expected these post boxes will be situated in the ground floor lobbies of each block. These areas can be accessible to residents and the postal services via key fob.

A fob can be provided to An Post which can be restricted to allow access within the development. Residents can collect their post with their post box keys.

2.1.4 Car Parking

There are a total number of 50 no. resident car parking spaces (including 30 no. car sharing spaces) located at in two locations; one along the edge of Goldenbridge Cemetery (33 no. spaces) and the other between blocks B & C (17 no. spaces).



Block C Car Parking Map

Access to these spaces will be restricted to residents only and it is envisaged that a parking control company will be engaged to enforce parking rules. 30 no. spaces will be designated to provision of car sharing scheme vehicles. These vehicles will be accessible to residents of the development as and when required, generally payable on a pay as you go basis. It is expected that an agreement will be made with one of the private operators in the car sharing market (e.g. GoCar, Toyota Yuko) to provide this service.

The remaining 20 no. spaces will be designated to specific residential units on a case-by-case basis and in accordance with the residents' needs.

Provisions for electric vehicle charging points will also be provided at these spaces.

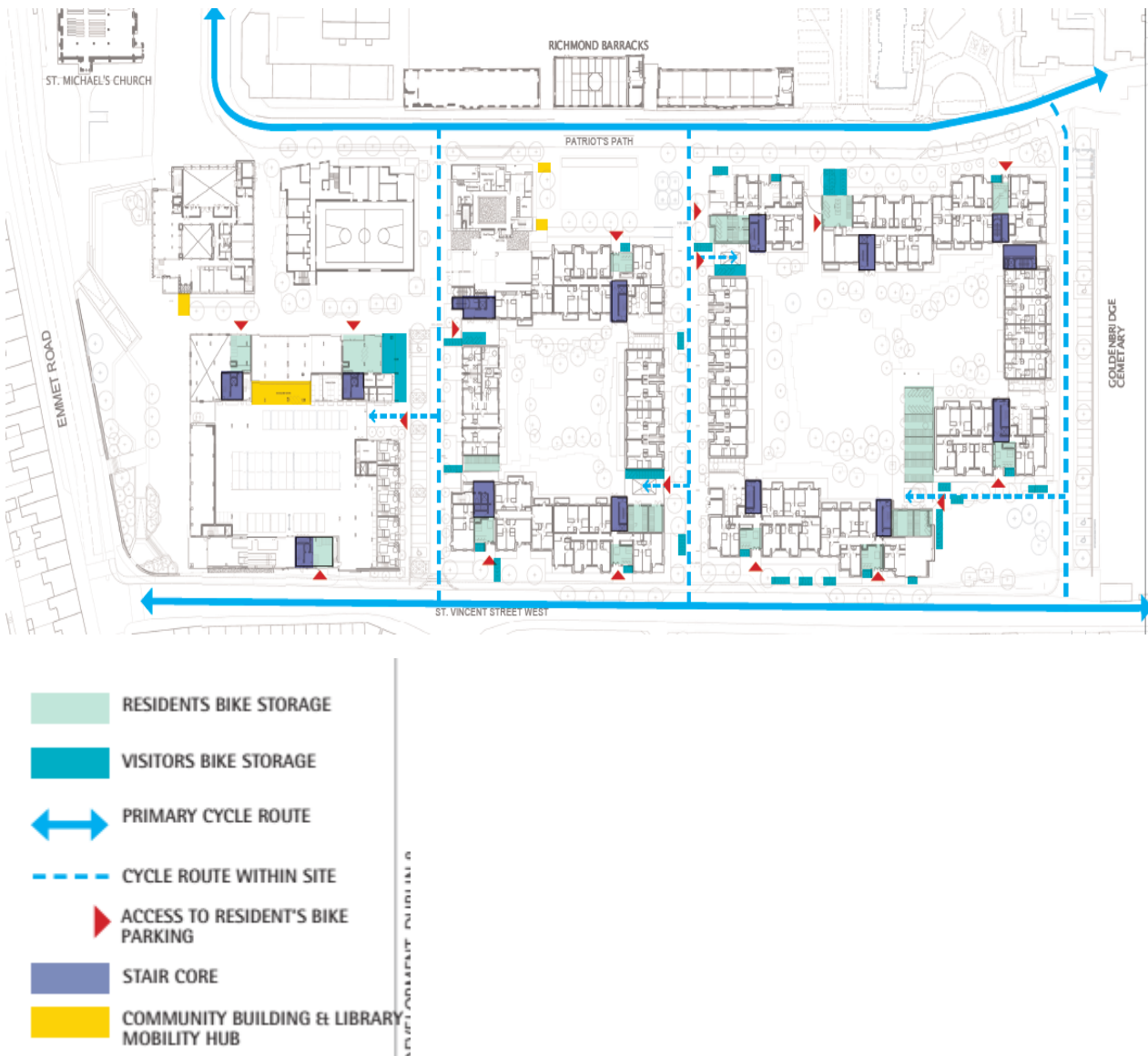
Parking for the community / commercial units will be by way of 54 no. spaces at ground floor of Block C. This will provide parking for the grocery store, creche, Library / Community Hub and other retail stores. Parking control will be put in place to enforce maximum stay limits and the area will be secured during periods that the commercial stores are closed by a vehicle gate. Provisions for electric vehicle (10% coverage) and accessible spaces (3 no.) have been made.

2.1.5 Bike Storage Management

A high level of bicycle parking provisions have been included in the development plans. There are a total of 1,197 no. cycle spaces available throughout the development. 910 spaces will be designated for resident use only with a further 287 no. spaces available for visitors. There will be an additional 25 no. spaces for commercial units and 35 no. spaces for the community uses. The bike storage areas will be spread throughout Blocks A, B & C and will be conveniently located adjacent to residential entrance areas (see below map).

It is expected that the bicycle storage areas will be inspected daily to ensure the area is secure and free from hazards. The area will be covered by CCTV. Signs will be displayed advising that CCTV is in operation and also reminding residents that the landlord is not liable for any items stored in this area.

The Property Manager will be responsible for maintaining the bike storage areas. Individual users will be liable should they choose to store their bicycles in the area. Signage will be displayed to ensure liability is clear.



Bike Storage Map and Legend

2.2 Resident Support Services – As envisaged

2.2.1 Management Office

It is envisaged that the property management team will be based primarily out of the Management Office at ground floor level in Block A.

The management office will act as a check-in area for all contractors calling to site and will allow the management team to carry out on-site meetings with residents as and when required.

2.2.2 Security

Passive surveillance will be provided by the development's location including active street frontage. Residents will be periodically reminded via communication from the building management application to be vigilant with regards to security and to report any suspicious activity to Gardaí. Signage will also be placed in lobbies and amenity areas regarding same. Residents will be encouraged to establish a Neighbourhood Watch with the assistance of local Community Gardaí.

It is envisaged that the site will have widespread CCTV coverage which will act as a deterrent for anti-social or criminal behaviour.

Specific on-site security provisions will be determined closer to completion following a security risk assessment however it is envisaged that the strategy will include a combination of on-site static security at periodic hours complimented by mobile security patrols.

2.2.3 On-site Caretaker

It is intended to have an on-site cleaning / caretaker team working a minimum of 5 days per week. This team will have responsibility for common areas cleaning, minor repairs, painting, waste area upkeep and general ad hoc duties in respect of the common areas.

Rostered hours will be determined closer to completion and will be kept under review to ensure that the development is being kept to an acceptable standard.

2.2.4 Out of Hours Emergency Escalation

An emergency out of hour's maintenance and repair line will be in operation for residents to contact in the event of a repair emergency. Examples of emergency repairs will include fire, flood, loss of power, loss of heating, lift breakdown, fire alarm fault etc.

The property management team will put procedures in place to ensure that appropriate contractors can be called upon to react to emergency requirements.

2.2.5 Resident Deliveries / Move-Ins

A number of set down areas have been provided throughout the development to facilitate resident move-ins and deliveries.

The set down areas are highlighted in yellow in the map below and the routes to the nearest core entrance is detailed with a dashed blue line

Vehicle circulation routes around the development are shown with a continuous blue line.

The property management team will stagger planned move-ins during the initial occupancy period to allow sufficient time for residents to move the set down area closest to their core.

It is anticipated that maximum stay limits will be implemented and enforced via the parking control company.



Set Down Area map

2.2.6 House Rules

The property management team will develop a set of House Rules prior to initial occupancy for the purposes of good estate management.

The House Rules will detail policies on noise control, smoking, pets, parking, redecorations / alterations and will be clearly displayed in common areas as well as included in the residents' lease agreements.

The property management team will implement a policy for responding to breaches of House Rules.

3.0 Fire, Health & Safety Strategy

3.1 Fire Evacuation Strategy

A step-by-step guide of what to do in the event of a fire will be provided to residents before they move-in. Signage with evacuation instructions will also be placed in apartments and common areas.

3.2 Fire Risk Assessment

The Property Manager will instruct an independent and comprehensive Fire Risk Assessment to be complete prior to occupation of the building. Notices will be display in high traffic areas advising of the fire action policy.

3.3 Fire Prevention and Detection Equipment

The Property Manager will ensure Fire Prevention Equipment is provided following the recommendation from an independent survey (see below).

3.3.1 Fire alarm

The fire alarm panel will be maintained by a suitably qualified professional and serviced in accordance with manufacturer guidelines. The Property Manager will ensure appropriate contracts are in place with a contractor for maintenance of the system.

3.3.2 Dry risers

The dry risers will be maintained by a suitably qualified professional and serviced in accordance with manufacturer guidelines. The Property Manager will ensure appropriate contracts are in place with a contractor for maintenance of the risers.

3.3.3 Fire Extinguishers

The fire extinguishers will be maintained and re-filled as required by a suitably qualified professional and serviced in accordance with manufacturer guidelines. The Property Manager will ensure appropriate contracts are in place with a contractor for maintenance of the extinguishers

3.3.4 Automatic Opening Vents (AOVs)

The AOVs will be maintained and batteries replaced as required by a suitably qualified professional and serviced in accordance with manufacturer guidelines. The Property Manager will ensure appropriate contracts are in place with a contractor for maintenance of the AOVs.

3.4 Health and Safety – General risk assessment

The Property Manager will instruct an independent and comprehensive General Risk Assessment to be completed by an appointed surveyor prior to occupation of the building.

3.5 Major Incident management (Escalation protocols)

The Property Manager will complete a risk register upon receipt of the Fire Risk and General Risk Assessments. The Major Incident Management Plan is to be reviewed annually.

4.0 Building Operational Strategy

4.1 Residential Waste Management – Refuse disposal and recycling

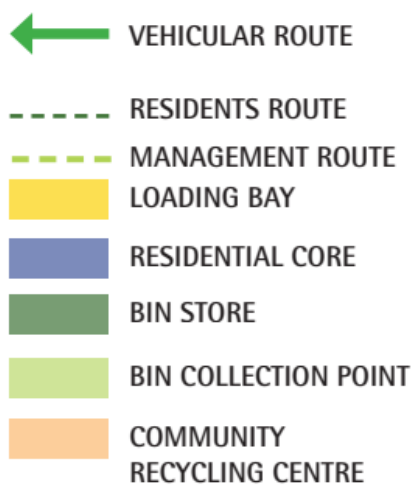
The Property Manager will coordinate the waste management requirements for the residents and will ensure that the Refuse Stores are kept clean, orderly and pest free.

The residential bin stores are located at various locations at ground level (see below map) and residents will be responsible for delivery of their own waste bags to the bin stores.

It is envisaged that the bin store areas will be inspected on a daily basis by the cleaning / caretaker team to ensure they are secure and free from hazards. Waste receptacles will include a mix of mixed non-recyclable waste, mixed dry recyclables, glass and organic waste bins sized 240L and 1100L.

It is expected that collections will take place on a weekly basis for each of the residential waste streams.

The caretaker will bring the bins to collection points on collection days and will return them to the bin store after they have been emptied.



Waste Management Map and Legend

4.2 Lifts Maintenance

The Property Manager will be responsible for ensuring the lift maintenance contracts are in place for all lifts and will ensure the maintenance is completed in line with the agreed maintenance schedule. The developer will provide commissioning certificates and warranty arrangement with the lift manufacturer. These will be in place and agreed prior to building completion.

4.3 Soft Services

The Property Manager will be responsible for the management of service contractors for all soft services such as pest control, cleaning and exterior window cleaning for the residential areas through boom lift, cherry picker (overhead extending lift arm) where appropriate.

The common areas and amenity spaces will be kept clean, presentable and welcoming at all times to maintain the reputation of the development.

4.4 Courtyards & Landscaping

The Property Manager will appoint an approved landscape maintenance contractor to maintain landscaped areas; including resident only and public realm areas. The landscaping will be regularly inspected and kept in order.

4.5 Access Control and Intercoms

The building will have an electronic access system which will be operated through pre-registered user fob and mobile phones. Each resident will be provided with a door entry fob which will be registered to their name and address. In the event a resident loses their door entry fob, these can be instantly cancelled and prevent any unauthorised access to the development. These fobs cannot be branded.

Each apartment will have its own intercom equipment that will be connected to the multiple call points at pedestrian entries.

Visitors to the building will be encouraged to dial directly to the apartments via the door entry system.

4.6 Vehicle Gate

A vehicle gate will be in place at the entrance to the car park at Block C accessible via St. Vincent's Street West.

The gate will be closed at predetermined hours to maintain the security of the development.

The maintenance of the gates will be coordinated by the Property Manager and will be carried out by suitably qualified contractors in accordance with manufacturer guidelines, legislation and industry standards.

4.7 CCTV

Closed circuit television (CCTV) will be in operation in key circulation areas as part of the overall security strategy. The CCTV system shall be configured such that it forms one site-wide system that can be remotely monitored from the reception area. Provision will be in place for camera maintenance and routine checks in accordance with manufacturer guidelines. Signs will be put up in common areas notifying of the presence of CCTV and a GDPR policy will be implemented by the Property Manager.

4.8 Utility Provision & Management

4.8.1 Electricity

Each apartment will have its own electricity system meter and will be billed separately.

4.8.2 Energy Strategy - Heating & Hot Water System

The Property Manager will ensure that a maintenance contract is in place with a suitable contractor for maintenance of heating and hot water plant and maintenance and routine checks will be carried out in accordance with manufacturer guidelines.

It is understood that a district heating system will be in operation providing heating and hot water to residential units via a communal boiler system.

A reputable district heating system operator will be employed to maintain the system and operate the billing of heating charges to residents.

4.9 Pest Control

The Property Manager will appoint a certified pest control contractor to service the estate and shared communal areas, including the bin stores.

4.10 Cold Water Storage & Feed

The cold-water storage and feed will be maintained by a suitable qualified professional in accordance with manufacturer guidelines. The Property Manager will ensure that appropriate contracts are in place for maintenance of the system.

4.11 Water Risk Assessment

The Property Manager will instruct an independent and comprehensive Legionella Risk Assessment and Water Testing. Both are to be complete by an approved survey prior to occupation. Follow up assessments will be carried out periodically.

4.12 Tanks

The Property Manager will coordinate the maintenance of water tanks with suitably qualified contractors in accordance with manufacturer guidelines.

4.13 Pumps

The Property Manager will coordinate the maintenance of all pump sets with suitably qualified contractors in accordance with manufacturer guidelines.

4.14 Vacant Apartment Management

Where an apartment is vacant, the Property Manager will follow their internally agreed voids process.

Prior to first occupation, it is considered best practice to ensure the apartments are flush tested on a weekly basis to prevent bacteria build up within the pipework. This is the responsibility of the Property Manager.

4.16 Building Insurance

The Property Manager will coordinate the building and public liability insurance for the development and will renew it on a yearly basis.

4.17 Staff Welfare Provision

A rest and welfare area will be provided for the on-site caretaker.

5.0 Commercial Management

5.1 Waste Management

There will be dedicated commercial refuse stores for the storage of commercial general waste, recycling and brown bins in the car park at Block C. Collections by licenced waste contractors are expected to be twice weekly for the commercial waste streams, however, commercial tenants will be responsible for making their own collection arrangements under the terms of the lease.

The commercial tenants will be responsible for arranging for their bins to be brought from the waste storage areas to the waste staging areas on collection days along the route highlighted in in Section 4.1.

The cleaning / caretaker team will ensure that the commercial bin stores are kept clean, tidy and odour free.

5.2 Car Parking

There will be 54 no. car spaces available to the commercial units and community elements at Block C (see map provided in Section 2.1.4).

There will be designated spaces for families and people with disabilities within this car park.

It is envisaged that these spaces will have a maximum stay limit and will be monitored by a mobile patrol service and clamping will be arranged for cars parking beyond time restrictions.

Bicycle and motorbike parking provisions have also been included to cater for the commercial and community elements.

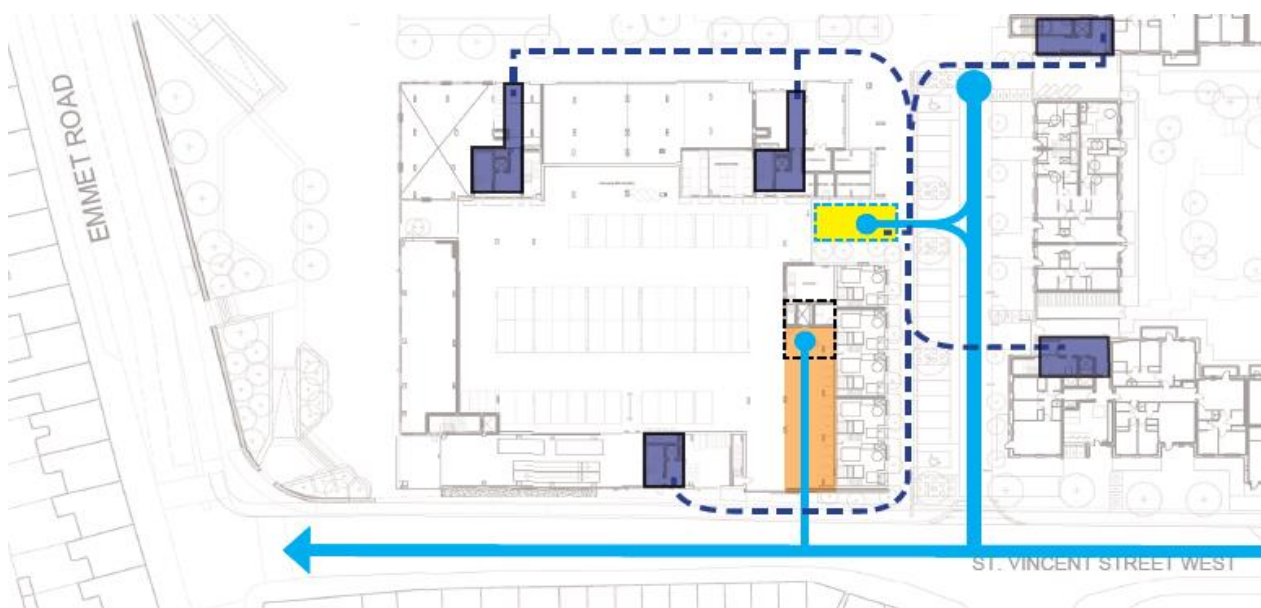
5.3 Access Control

All ground floor commercial units have private entrances and tenants will be responsible for maintaining and securing their own entrances.

5.4 Deliveries

Deliveries for the supermarket will be by way of a dedicated loading bay (highlighted in orange below).

It is anticipated that restrictions on the times that deliveries are permitted will be implemented in the interest of good estate management and to prevent undue nuisance to the residential element.



Supermarket Loading Bay

Deliveries for the other retail / commercial elements can be made via the set down area highlighted in yellow in the above map. It is anticipated that maximum stay limits will be put in place to adequately manage delivery requirements.

5.5 Service Charge

It is envisaged that the commercial units will be required to contribute to the management, maintenance and repair of the common areas by way of a service charge contribution.

The property management team will develop a service charge budget and apportionment closer to completion and commercial tenants will be invoiced annual for their apportioned contribution.

6.0 Planned and Preventative Maintenance

6.1 Mechanical & Electrical (M&E) – Maintenance and Servicing

The Property Manager will be responsible for ensuring that contracts are in place with suitably qualified contractors for the maintenance of Mechanical and Electrical equipment which is fundamental to the running of the development. This includes, but is not limited to:

- Door entry systems
- Fire prevention systems
- CCTV
- Lifts
- Boilers
- Booster Pump Sets
- Fire Detection / Prevention Systems
- LV Distribution Board

A full asset register will be compiled in advance of building handover and servicing contracts will be in place prior to completion. Certification of installation for all M&E is to be provided as part of the Operation & Maintenance Manual by the developers within 2 weeks of practical completion.

7. Contact Details for Hooke & MacDonald

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